

ASA (ALT) STRATEGIC REVIEW

Acquisition Senior Leaders Conference
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BACKGROUND

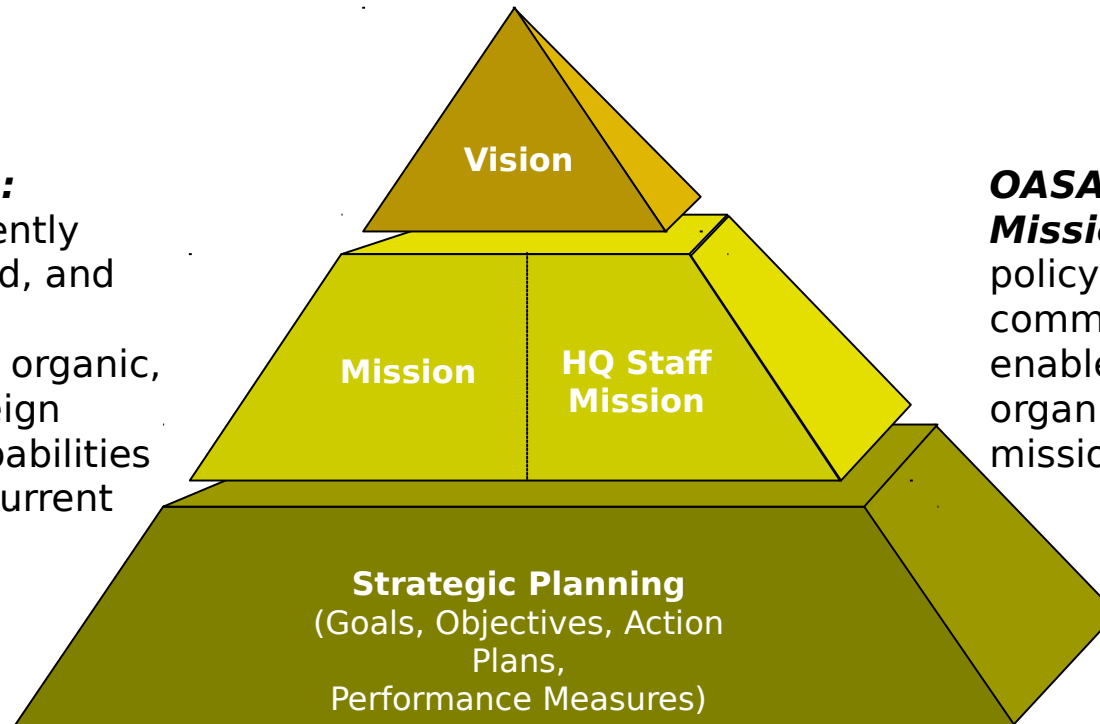
- ▶ As part of the HQDA realignment, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT)) commissioned a study to focus on the identification and implementation of a Most Efficient Organization for the OASA(ALT) with the following primary objectives:
 - Evaluate the OASA(ALT) organization in terms of its efficiency, adequacy, and appropriateness, and make recommendations on the appropriate construct to effectively perform the mission
 - Design a most efficient OASA(ALT) organization to effectively and efficiently conduct the acquisition management process as a corporate function
- ▶ To achieve the set objectives, the OASA (ALT) Senior Leadership chartered an Integrated Product Team (IPT)
 - **Charter:** Conduct a short-term, high-level analysis to determine the future organization
 - **Mission:** Design 'to-be' OASA(ALT) Headquarters organization with an inherent strategic perspective

OASA(ALT) VISION AND MISSION

OASA(ALT) Vision: Equip and sustain the world's most capable, powerful, and respected Army

OASA(ALT) Mission:

Effectively and efficiently develop, acquire, field, and sustain materiel by leveraging domestic, organic, commercial, and foreign technologies and capabilities to meet the Army's current and future mission requirements



OASA(ALT) HQ Staff

Mission: Provide strategy, policy, oversight, and a communication conduit to enable the ASA (ALT) organization to execute its mission

Strategic planning will provide the mechanism to transform the OASA(ALT) vision and mission into action at all levels and measure the results



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BUSINESS PROCESS ANALYSIS

- ▶ Using a 3-step approach, the IPT conducted an analysis of OASA(ALT) business processes
 - Identified and developed process flows and process improvements
 - Included PEOs/PMs actions in process flows
 - Designed future HQ organizational structure
- ▶ Analysis of OASA(ALT) business processes indicated several needs:
 - More extensive focus on long-term planning
 - Increased linkages with G-4 to enhance the ILS function
 - Enhanced Operations and Integration function
 - Strategic Communications function
 - Streamlined internal interfaces in OASA(ALT) workflows and interfaces between HQ staff elements and the front office

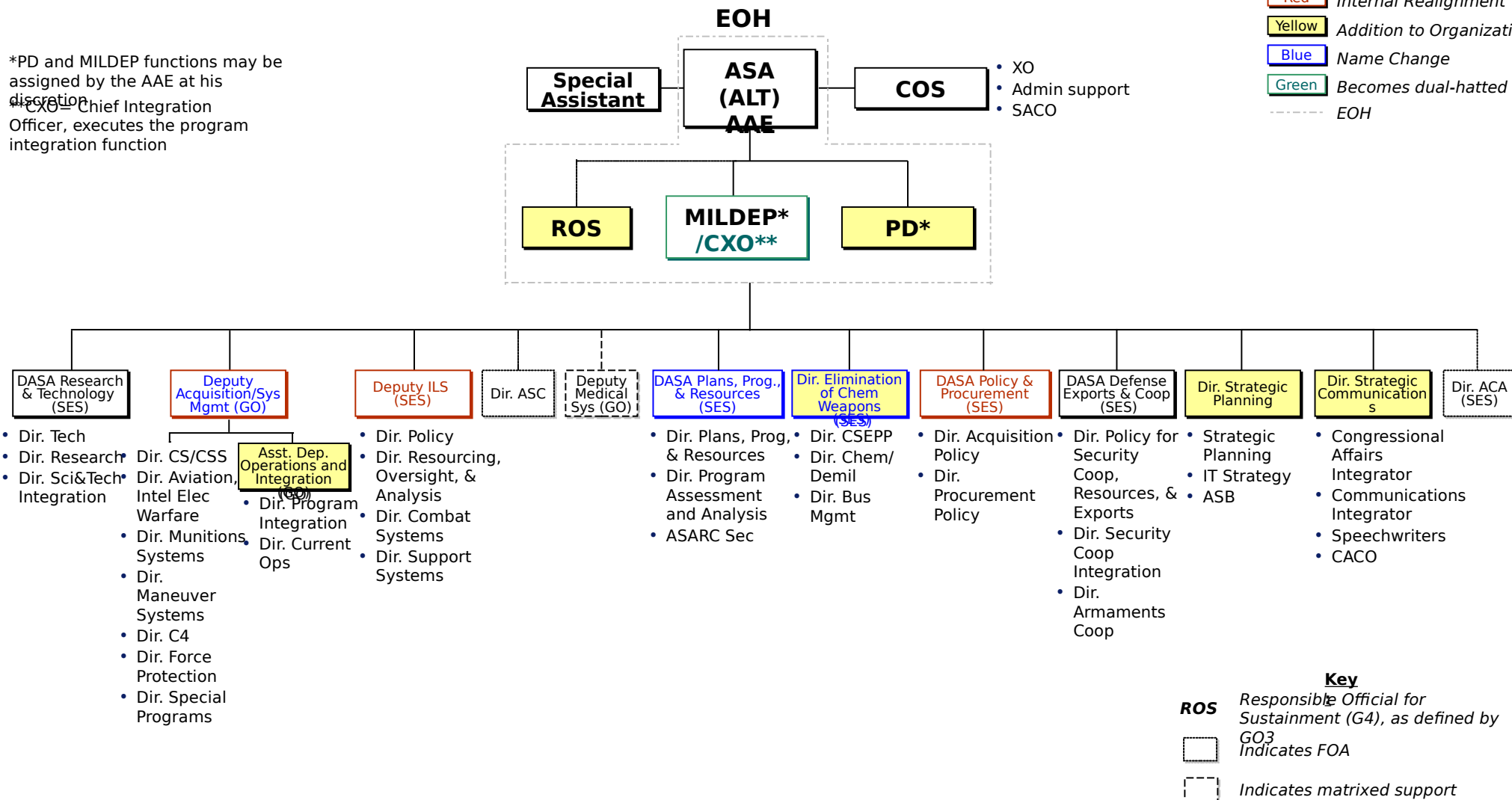
OASA (ALT) ORGANIZATION

Color Coding

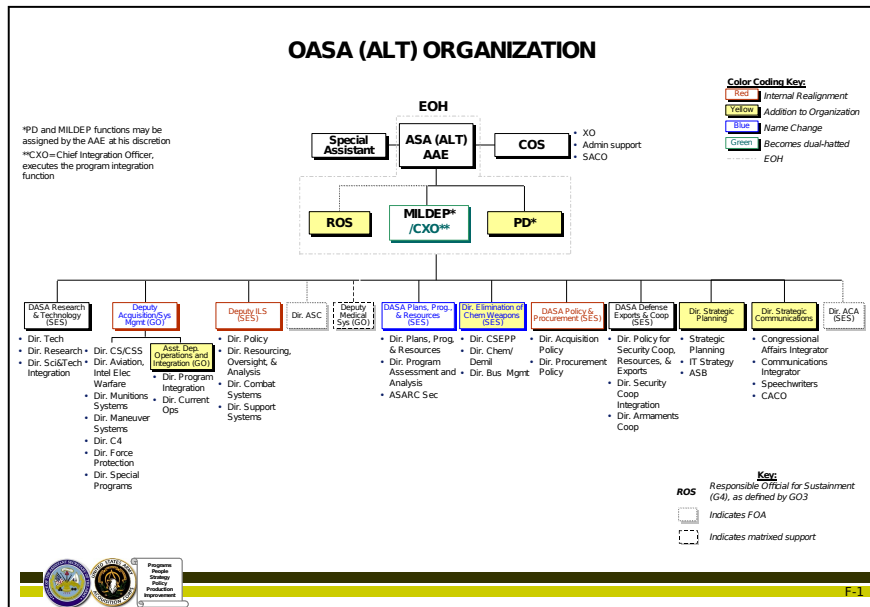
- Red Internal Realignment
- Yellow Addition to Organization
- Blue Name Change
- Green Becomes dual-hatted
- EOH

*PD and MILDEP functions may be assigned by the AAE at his discretion

*CXO—Chief Integration Officer, executes the program integration function



KEY FEATURES OF THE NEW ORGANIZATION



- ▶ Executive Office of the Headquarters (EOH)
- ▶ Expanded MILDEP role as Chief Integration Officer (CXO)
- ▶ Addition of a Principal Deputy (PD) to OASA(ALT)
- ▶ Operations and Integration capability within ZS
- ▶ Addition of a Strategic Planning Directorate and enhanced process
- ▶ Addition of a Strategic Communications Directorate
- ▶ Improved ILS function and increased linkages to G-4
- ▶ Enhanced Program Assessment and Analysis role
- ▶ No change to HQ end strength

KEY FEATURES DETAILED

- ▶ Creation of the Executive Headquarters of the Army (EOH) to formalize interfaces among the ASA (ALT), MILDEP, and ROS, and between the front office and DASAs
 - No impact to the PEO/AE rater relationship
 - No change in PEO access to the AAE
- ▶ Acquisition/Systems Management reconfigured to include an Operations and Integration Directorate, further broken out into Program Integration function and Current Operations functions
 - Operations and Integration Directorate Mission: Ensure Acquisition Programs are fully integrated leading to improved systems of systems capabilities. This integration extends to near term actions across OASA (ALT) and in support of current Army operations, as well as links to the Joint Requirements process
 - Program Integration Mission: Ensure Acquisition Programs are fully integrated leading to improved systems of systems capabilities. Link the OASA (ALT) to the Joint Requirements process
 - Current Operations Mission: Ensure near term Acquisition Program actions are integrated across ZS and the entire organization. Integrate OASA (ALT) activities in support of current operations
- ▶ DASA Integrated Logistics Support reconfigured internally to improve mission performance and enhance linkages with G-4
 - Detailed process linkages developed with G-4 to increase OASA (ALT) collaboration and cooperation with regard to leveraging the larger logistics mission and capabilities in G-



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KEY FEATURES DETAILED (CONT.)

- ▶ New OASA(ALT) strategic planning process will be implemented later this year
 - Annual process...three-phased process is executed through the year...links strategy, budget, and performance...promotes program stability
 - Strategic planning process includes an offsite to engage HQ and field senior leaders in direction setting
 - Management plans developed as a result of the offsite provide actionable mechanisms for implementing strategy
 - Strategic measures and monthly business performance provide DASA PP&R the ability to monitor implementation status and results, and ensure accountability

- ▶ OASA(ALT) performance measurement process is being enhanced to broaden the scope of measures and to integrate current reporting capabilities
 - Program Assessment and Analysis Directorate (DASA PP&P) serves as the independent assessment and analysis member of the Army Acquisition Team by providing proactive analysis of Army Acquisition business processes
 - MAPR/MAR reports will be integrated into a single report

WAY AHEAD

- ▶ Continue implementation process for 1 October standup date of new organizational construct
- ▶ Begin new strategic planning process later this year
- ▶ Conduct PEO Analysis in response to the Realignment Taskforce action...suspense 14 Jan 2004
 - Review PEO size, mission, and functions
 - Analyze PEO structure...defining analytical approach to commence in October



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